

NAC Leadership Orientation & Training – February 27, 2013



Neighborhood Program



PREVIEW OF AGENDA

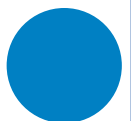


- Introductions
- Handouts
 - Leadership Handbook
 - Land Use Handbook
 - Check-Off List for Meetings
 - Speaker Resource List
- www.BeavertonOregon.gov/NACResources
- Leadership Roles – Not covered in this training. Please review the handbook about your position!
- Citizen Involvement – State of Oregon to your neighborhood!
- Neighborhood Program Services
- What is a NAC? How is it institutionalized in Beaverton?
- What does a successful NAC look like?
- What would you like to talk about?

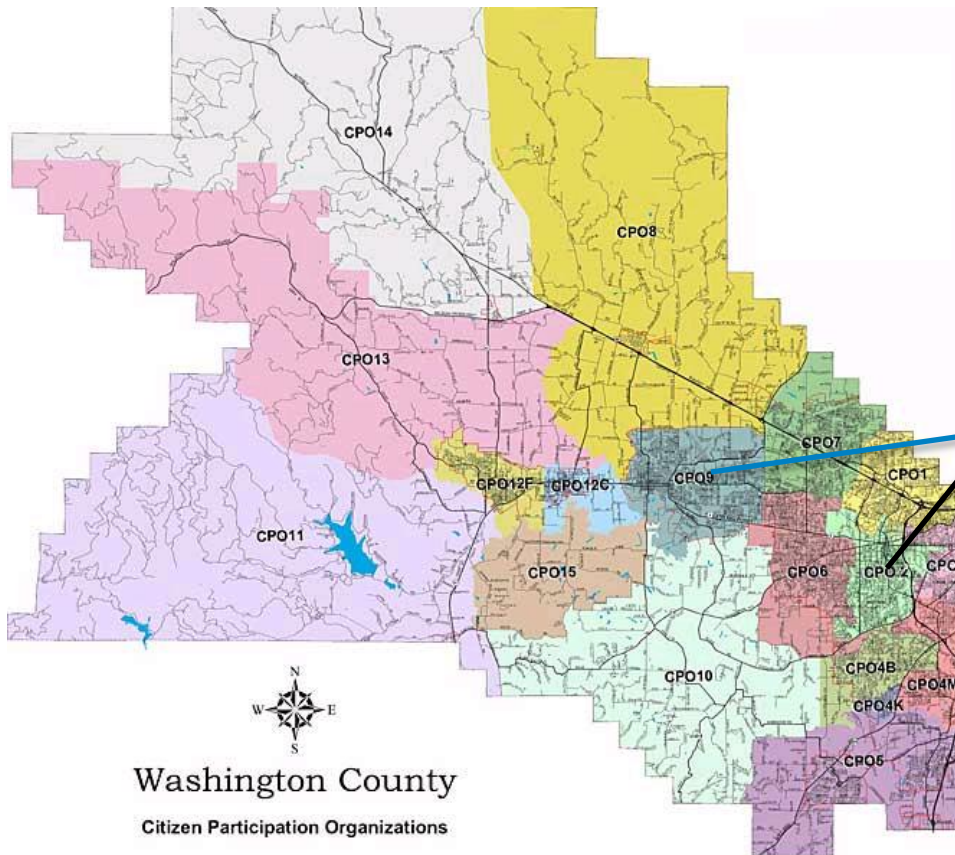


CITIZEN INVOLVEMENT – STATE OF OREGON

- Since 1973, Oregon has maintained a strong statewide program for land use planning. The foundation of that program is a set of 19 Statewide Planning Goals
 - Oregon Dept. of Land Conservation & Development (DLCD)
- **Goal 1: Citizen Involvement** - Calls for a citizen involvement program that ensures the opportunity for citizens to be involved in all phases of the planning process.
 - First component of which is an officially recognized CCI
- Find all 19 goals at www.Oregon.gov/LCD/Goals.shtml



CITIZEN INVOLVEMENT – WASHINGTON COUNTY CPOS

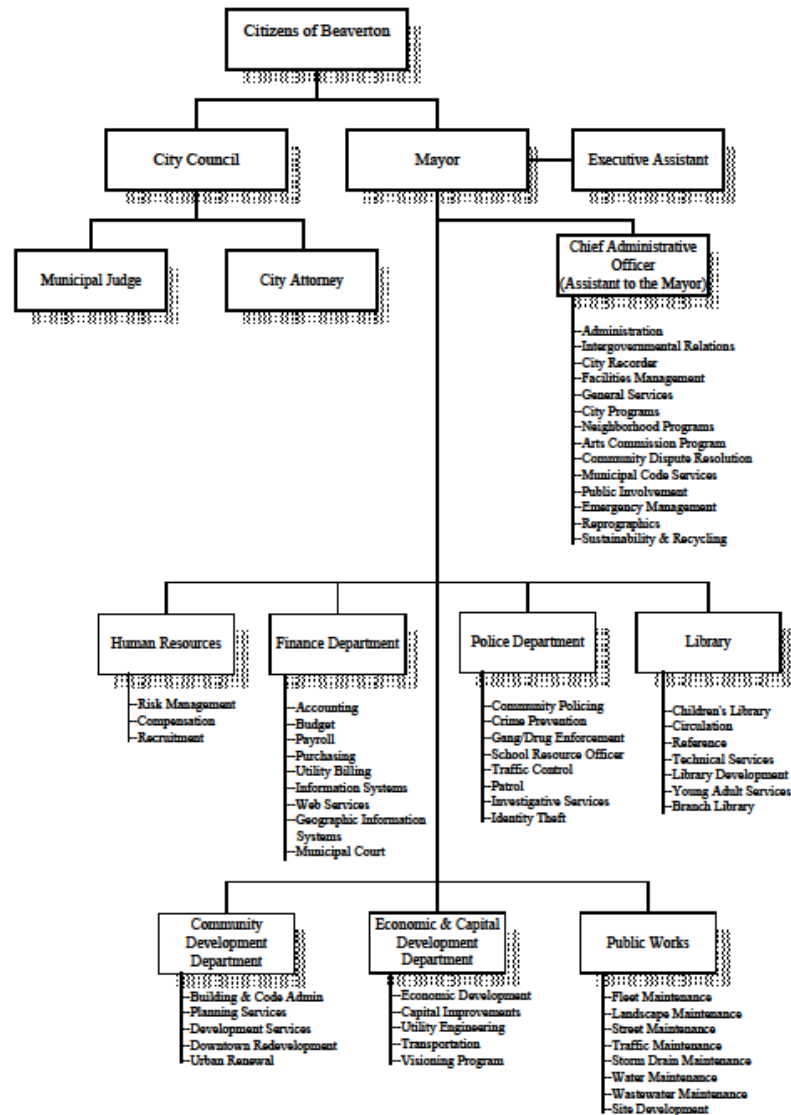


- 11 active CPOs (17 total)
- CPO 2 is Beaverton and NACs
- CPO 9 is Hillsboro
- Has its own CCI
- Staffed by Oregon State University Extension Services

WHAT IS THE NEIGHBORHOOD PROGRAM?



Organization of the City of Beaverton



WHAT IS THE NEIGHBORHOOD PROGRAM?

- **City established program in 1987 to promote public involvement in city government. The program achieves this mission by:**
 - providing a variety of support services to the city's 11 NACs and BCCI;
 - sponsoring educational programs, activities, and events to educate citizens regarding the city's policies, processes, and programs, including land use issues;
 - encouraging and promoting information-sharing amongst citizens and between citizens and the city;
 - managing the city's boards and commissions recruitment process, including providing information and training to boards and commissions members, and
 - raising awareness of human needs issues in the community and seeking collaborative solutions as part of the Beaverton Cares Program.



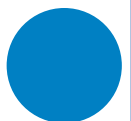
WHAT IS THE NEIGHBORHOOD PROGRAM?

- **Neighborhood Program provides a variety of support to the NACs including:**
 - distributing meeting information to the NAC membership, both electronically and by postal mail;
 - providing training and continuing education to NAC leaders, officers, and board members;
 - assisting NACs with marketing and outreach strategies that include printed material (i.e. postcards, fliers, etc.), advertisements, social media, media releases, and outreach to the business community, non-profits, and other organizations;
 - guiding NACs through the Neighborhood Matching Grant process to help fund neighborhood based events, projects, and programs;
 - assisting NACs in locating information and speakers for their meetings, and
 - providing assistance regarding NAC events and activities such as picnics, block parties, and parades.



HOW ARE NACS INSTITUTIONALIZED IN BEAVERTON?

- **Chapter 9.06 of the City of Beaverton Municipal Code
– Neighborhood Associations**
 - 9.06.010 Purpose - “encourage and endorse citizen involvement through the formal recognition of groups of citizens”
 - “to insure a maximum opportunity for involvement by the citizens of Beaverton in the processes of government as well as other activities concerning neighborhood and community livability”



HOW ARE NACS INSTITUTIONALIZED IN BEAVERTON?

- **City of Beaverton Development Code - Chapter 50**
 - 50.30 Neighborhood Review Meeting
 - “allow neighbors, representatives from the Neighborhood Association Committee (NAC), and interested persons an opportunity to become familiar with the proposal and to identify any associated issues”
 - “Except as otherwise provided in this section, the applicant shall select the meeting time and place according to the preference indicated by the relevant NAC.”



BEAVERTON'S NEIGHBORHOOD ASSOCIATION COMMITTEES (NACs) – CRITICAL TO THE CITY'S PUBLIC INVOLVEMENT GOALS



- Currently 11 NACs
- BCCI is the glue that keeps them all together
 - Each NAC has a rep and an alternate
 - 8 at-large members and three alternate at-large members
 - 3 Subcommittees (Land Use, NAC Outreach, & New Initiatives)
- One annual orientation per year
 - One-on-one training when needed. Just let me know.
- Quarterly NAC Leadership Meetings
- Periodic Trainings on Specific Topics
 - Effective Meetings Training – Monday, March 18
 - Facebook Training – June 2013



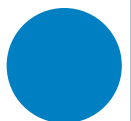
NEIGHBORHOOD ASSOCIATIONS – A FEW EXAMPLES FROM ELSEWHERE

○ Portland

- 95 Neighborhood Associations
- Served by five independent non-profit district coalitions and two city-run district offices
- Small grants are available for projects such as cleanups.

○ Milwaukie

- 7 Neighborhood District Associations (NDA)
- Neighborhood Program is in the Community Services Office that includes Code Services, Solid Waste/Recycling, Parks, among other functions.
- Small Matching Grants are available for them to function, but the administrative tasks are left to each group.



NEIGHBORHOOD ASSOCIATIONS – A FEW EXAMPLES FROM ELSEWHERE

○ Seattle

- Doesn't have official neighborhood boundaries so they are informal.
- 127 Neighborhoods are generally accepted and widely used.
- City is broken into 13 Neighborhood Districts with a Coordinator in each district who works on location in Neighborhood Service Centers.
- City does not provide administrative assistance to each group, but does have an extensive Matching Fund Program open to all community groups.
 - Since 1988 the MF has provided over \$49 million to over 4,000 projects.

**Has anyone been involved in a neighborhood association
of another city?**



BASIC ROLES OF NEIGHBORHOOD ASSOCIATIONS



○ Public Forum

- Regular monthly meetings, special issue meetings, workshops, or forums

○ Public Information

- Newsletters, flyers, published articles, and letters

○ Public Review

- Land use reviews, policy and code changes

○ Issue Identification and Advocacy

- Information & referral, needs assessment, advocacy with decision-makers, monitoring enforcement

○ Community Improvement

- Celebrations & social events, concerts, block parties, cleanups, charitable fundraising, tree planting & other beautification projects, and much more!

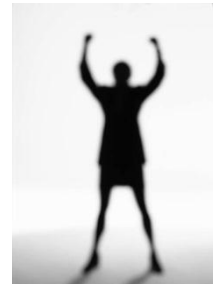


QUALITIES OF A SUCCESSFUL NEIGHBORHOOD ASSOCIATION



○ Nine qualities:

1. All Officer positions are filled with a succession plan
2. Dedicated group of active board members
3. Monthly meetings are well attended and ran efficiently
4. Topics and guest speakers are interesting and relevant
5. Opportunities are available at meetings and outside of meetings to identify issues, concerns, ideas, etc. and are worked on collaboratively
6. List of goals are annually created and the matching fund is used to make them happen
7. Successes are annually highlighted and celebrated
8. The neighborhood's demographic diversity is represented in all aspects of the association including leadership, events, and topics of discussion.
9. A single issue doesn't dominate the conversation for extended periods of time.



What other qualities do you think are important?

1. ALL OFFICER POSITIONS ARE FILLED
2. DEDICATED GROUP OF ACTIVE BOARD MEMBERS



○ Why did you get involved with your NAC?

- Specific issue
- Meet neighbors
- Learn about city
- Just wanted to volunteer
- What else?



1. ALL OFFICER POSITIONS ARE FILLED

2. DEDICATED GROUP OF ACTIVE BOARD MEMBER



○ **Types of involvement - Let's try to appeal to all levels!**

- **"Low-level" – Attend a NAC meeting**, report a street light outage, pick up trash on your morning walk, attend a City Council meeting
- **"Medium-level" – Join your NAC's board**, plant trees with Friends of Trees, be a safety monitor for a local fundraising event, serve food at a homeless shelter
- **"High-level" – Become a NAC Officer**, lead an issue campaign to address a problem in your neighborhood, join the board or committee of a local non-profit or a city board or commission



- 1. ALL OFFICER POSITIONS ARE FILLED**
- 2. DEDICATED GROUP OF ACTIVE BOARD MEMBERS**



- **Some of the tools we already have:**
 - Outreach and Marketing (Your City, Facebook, Newspaper Ads, Press Releases, Postcards, Website, etc.)
 - Board & Commission Non-Appointed Contact
 - Chamber of Commerce Contacts (Sorted by NAC)
 - Listings on the Hands on Portland website
 - Among other tools!
- **We can't achieve this without you. Help us get the word out!**
 - Talk to your neighbors and businesses
 - Mention open Officer/Board Positions at all meetings
 - Invite interested people to a leadership meeting
 - Identify board members who can take over leadership positions in the future.
 - What else can you do?



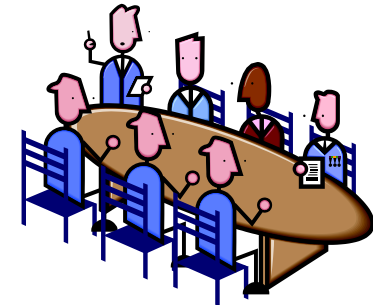
3. GREAT MONTHLY MEETINGS

- **Accessible**

- Central location
- Path to meeting room clearly marked – USE SIGNS

- **Friendly**

- Round of introductions at EVERY meeting
- Incorporate fun and social activities including FOOD



- **Understandable**

- Go over agenda at beginning
- Explain ground rules if you have them (More on that in a minute), voting procedures, and how the meeting will run
- Allow time for questions



3. GREAT MONTHLY MEETINGS



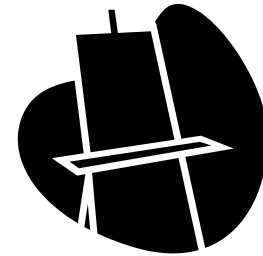
- How to prepare a **reasonable** and **executable** agenda?
 - **Mix it up!** – Don't save big decisions for the end
 - **Honor everyone's time!** - Keep the meeting to 90 minutes max
 - **Set a beginning and end time** for each agenda item and stick to it
 - **Establish Ground Rules** – Will help to manage your meeting



3. GREAT MONTHLY MEETINGS

○ Ground Rules Sample:

- Treat everyone with courtesy and respect
- Listen actively – respect others when they are talking
- Listen to others with an open mind
- One person speaks at a time – no cross talk
- Be aware of your own and other's participation – step up and step back!
- Share your own experiences and opinions with "I" statements, rather than generalizing with "We" or "They" comments
- Respectfully challenge an idea, not a person
- Respect the group's time and keep comments brief and to the point



3. GREAT MONTHLY MEETINGS

○ How can the NAC vote?

- Depends upon bylaws. Options include:
 - Orally
 - Show of hands
 - Written ballot
- Only those physically present at the meeting can vote.
- **What about email? Not acceptable for votes.**
 - Voting must occur in a venue accessible and open to the public, where notice has been provided and minutes recorded.
- **Exceptions for email?**
 - Routine decisions such as preparing the agenda or coordinating logistics for an event, for example, may be discussed electronically.



3. GREAT MONTHLY MEETINGS



○ **Quorum** – The number of members that must be present at a NAC meeting in order to vote. Consider what is **reasonable** and **achievable** at most meetings?

- Central Beaverton – 1/2 of Board
- Denney Whitford/Raleigh West – At least 3 members of Executive Committee, which totals 5. (Chair, Vice-Chair, Recorder, Treasurer, and BCCI Rep.)
- Five Oaks Triple Creek – 1/2 of Board
- Greenway - 1/3 of Board
- Highland – A majority of the Board (i.e. more than half of the Board)
- Neighbors SW – 1/2 of Board
- Sexton Mountain – A majority of the Board
- South Beaverton – A majority of the Board
- Vose – A majority of the Board
- West Beaverton – A majority of the Board
- West Slope – A majority of the Board



3. GREAT MONTHLY MEETINGS

MINUTES AND SIGN-IN SHEET

- Must be taken at every board, general, special, and emergency meeting where a quorum exists.

- **At a minimum what must they include:**
 - A list of all board, general members, and guests in attendance. (Sign-In Sheets also capture this.)
 - A summary of discussion and activities (motions, proposals, and resolutions stated in full)
 - The results of all votes taken (number of votes in favor, opposition, and abstentions)

- **Sign-in sheets**
 - Must be used for every meeting and submitted to Neighborhood Office afterwards.



4. INTERESTING TOPICS AND GUEST SPEAKERS



○ Tools the city can provide:

- Speaker Resource List
- Speakers on city topics – Just let us know when you need someone to come and speak about a topic and we will help you find the right person.

○ Tips on topics and guest speakers

- Don't leave this only up to the Chair – Form a subcommittee to help
- Look at other NAC agendas to get ideas
- Ask your members regularly for ideas
- Get creative with your ideas – Ask your members if “non-traditional” guest speakers are appropriate
- How does your NAC find guest speakers?



5. OPPORTUNITIES ARE AVAILABLE FOR ALL NAC MEMBERS TO PROVIDE INPUT, IDEAS, AND CONCERNS

- Be sure to include a section on your agenda each month for members to speak. “New Business” may not be enough.
 - Vose calls it “Neighborhood Concerns & Announcements”
- Utilize Facebook to post information about what your NAC is working on, which may result in comments.
- As NAC leaders there are expectations that you will listen and take into consideration member comments.
 - This does not mean that you have to take up every issue that comes before your board!
- How else does your NAC collect information from its members?



NEIGHBORHOOD LAND USE AND LIVABILITY



- You receive a Land Use Notice in the mail. What do you do next?



CITY OF BEAVERTON
Community Development Dept.
Development Services Division
4755 SW Griffith Drive
PO Box 4755
Beaverton, OR 97076
Tel: (503) 526-2420
Fax: (503) 526-5730

Notice Date: February 8, 2012

NOTICE OF DEVELOPMENT PROPOSAL

Project Name:	Timberland Area M – Design Review for Single-Family Detached Residential
Case File No.:	DR 2012-0010
Summary of Applications:	The applicant proposes to construct 42 detached single-family residential units within the approved Timberland Area M subdivision. The Design Review application reviews all proposed building designs and landscaping to City design standards where applicable.
Project Location:	The site is located on the south side of NW Cedar Falls Drive, east of NW 118th Avenue and north of NW Barnes Road. The site can be specifically identified as Tax Lot 400 on Washington County Assessor's Map 1N1-34CD. The total site area is approximately 3.31 acres.
Zoning & NAC:	Town Center –High Density Residential (TC-HDR) and, Town Center – Multiple Use (TC-MU) / Central Beaverton NAC
Applicable Development Code Criteria:	<i>Facilities Review Section 40.03 and Design Review 2 Section 40.20.15.2.C,</i>
Due date for Written Comments:	5:00pm, Wednesday, February 29, 2012 The Facilities Review Committee will meet on March 7, 2012. Shortly thereafter, the Committee will forward a recommendation of action on the proposed development to the Community Development Director. The Director will issue a written decision approximately fourteen (14) calendar days after the Facilities Review Committee meeting.
Staff Contact:	Scott Whyte, Senior Planner 503.526.2652 / swhyte@beavertonoregon.gov

Mailed written comments should be sent to the attention of Scott Whyte, Planning Division, PO Box 4755, Beaverton, OR 97076. To be made a part of the record, correspondence needs to be received by **Wednesday, February 29, 2012**. Please reference the Case File Numbers and Project Name in your written comments.

The Facilities Review Committee is not a decision-making body but advises the Director on a project's conformity to the technical criteria specified in Section 40.03 of the Beaverton Development Code. The Director will include the Committee's recommendation and findings in the



NEIGHBORHOOD LAND USE AND LIVABILITY



- **Impact through involvement**
 - Attend the Neighborhood Review Meeting
 - Discuss the proposal at your NAC meeting if it is timely
 - Organize your neighbors
 - Call the project planner
 - Call the developer or applicant
 - Send in written testimony
 - Provide oral testimony at Public Hearing, but also put it in writing.

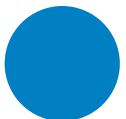


NEIGHBORHOOD LAND USE AND LIVABILITY



- **Tips on testimony**

- Prepare – Time limit of 3-5 minutes
- Know your facts
- Write out your statement or testimony – Helps to organize your thoughts.
- State your position – Issue, your position, and what you would like the committee to do. Offer suggestions.
- Be courteous and professional



NEIGHBORHOOD LAND USE AND LIVABILITY



- **NAC Reimbursement of Appeals**

- **Each NAC is eligible to apply for reimbursement of one appeal per fiscal year**
 - Traffic Commission or Planning Commission
- **To be eligible the NAC must:**
 - Hold one public meeting to discuss appeal and one public meeting to request the appeal
 - NAC membership notified no fewer than five (5) business days of the meetings
 - Conduct meetings according to Public Meetings/Records Law
- **Written request must:**
 - Contain the appeal fee
 - Include meeting minutes in which vote was taken to appeal and meeting minutes when vote was taken to request reimbursement



NEIGHBORHOOD LAND USE AND LIVABILITY



- Be sure to pickup the Land Use Handbook to learn more and refer to it when needed!
- A video of the Land Use training from 2012 is available for viewing at
- Find the handbook and video at:
www.BeavertonOregon.gov/NACResources



6. IDENTIFYING YOUR NAC'S GOALS

PROCESS TO IDENTIFY PROJECTS FOR YOUR NAC



- How does your NAC currently identify project ideas?



6. IDENTIFYING YOUR NAC'S GOALS



PROCESS TO IDENTIFY PROJECTS FOR YOUR NAC

○ Some ideas might include:

- Including it on the agenda each month
- Forming a Matching Fund Subcommittee of Board members
- Contact schools, businesses, local non-profits, etc. to ask for ideas and discuss how the NAC could form partnerships



6. ACCOMPLISHING YOUR NAC'S GOALS - NEIGHBORHOOD MATCHING GRANT FUND?



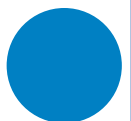
- Established in 1995 by the city of Beaverton to foster partnerships between the city and its NACs.
- Through an application process qualifying NACs receive dollar for dollar matching funds for specific projects.
- The city has a total of \$10,000 available for the 2012-13 Fiscal Year for Matching Fund projects.



WHAT DO YOU MEAN BY MATCH?



- NAC requesting funds must meet a matching challenge that is equal to or greater than the value of the amount requested.
- For example, if \$1,000 is requested from the city, then at least \$1,000 of match must be proposed and provided when the application is approved.
- Match may be volunteer labor (valued at \$21.79 per hour), donated professional services, donated materials and supplies, and/or cash.
- The maximum amount that may be requested per project is \$1,500.



HOW DO YOU APPLY?



- Present the idea at your NAC meeting for sponsorship
- Complete an application form
- Submit the completed application to the Neighborhood Program.



WHAT TYPES OF PROJECTS ARE ELIGIBLE?

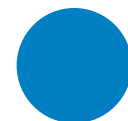
- **Physical Improvements** – Welcome signs, park/school ground improvements, benches, etc.
- **Neighborhood Organizing** – Childcare for NAC meetings, block parties, NAC t-shirts, etc.
- **Neighborhood Preservation** – Tree planting event, neighborhood history project, neighborhood watch, etc.
- **Cultural, Social, and Recreational Initiatives** – Blood drive, reading event for children in a park, athletic partnerships, etc.





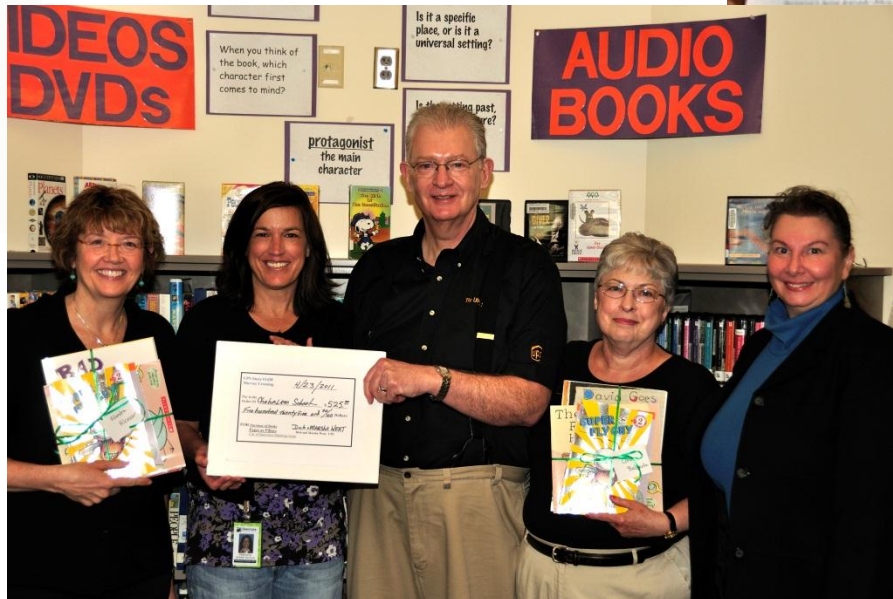
A YEAR IN THE LIFE OF THE MATCHING FUNDS

- Applications reviewed three times each year. Received at any time.
 - Fiscal Year – July 1 to June 30
 - Applications reviewed July, November, and February (Due last Friday of each month)
 - Projects completed by the end of the Fiscal Year (Usually around June 15 at the latest)
- Suggestions for when to apply?
 - Summer Events (July and August) – Apply in February of the previous Fiscal Year. July will be too late for August events!
 - Fall NAC Meetings (September through December) - Apply in July
 - Winter and Early Spring NAC Meetings/Events – January through March – Apply in November
 - Spring and Early Summer Projects – April through June – Apply in February



MATCHING FUND PROJECTS

- Pages as Pillars – West Beaverton



MATCHING FUND PROJECTS

- **Autumn Ridge Park Restoration – Five Oaks Triple Creek**



MATCHING FUND PROJECTS

- Vose Elementary School Cleanup – Vose



MATCHING FUND PROJECTS

- Theater in the Park With Encore Presentations at Beaverton Library – Central Beaverton



THE CENTRAL BEAVERTON
NEIGHBORHOOD ASSOCIATION COMMITTEE

PRESENTS

IS HE DEAD?

A COMEDY
By MARK TWAIN

ADAPTED BY DAVID IVES

PRODUCED AND DIRECTED BY PAUL RODER

SATURDAY, JULY 16, 6:00 PM – SCHIFFLER PARK

ENCORE PERFORMANCES:

THURSDAYS, JULY 21, 28, 6:00 PM—BEAVERTON CITY LIBRARY

SATURDAYS, JULY 23, 30, 6:00 PM—BEAVERTON CITY LIBRARY

SUNDAYS, JULY 24, 31, 2:00 PM—BEAVERTON CITY LIBRARY

WEDNESDAY, AUGUST 3, 6:00 PM—CAMILLE PARK

ALL SHOWS ARE FREE TO THE PUBLIC!

SPONSORED BY THE CITY OF BEAVERTON AND
TUALATIN HILLS PARKS AND RECREATION

STEPHENHERO_98@YAHOO.COM FOR MORE INFO OR QUESTIONS



MATCHING FUND PROJECTS

- Neighbors Night Out – Neighbors Southwest and Sexton Mountain



MATCHING FUND PROJECTS

- T-Shirts – Central Beaverton



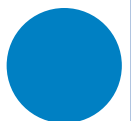
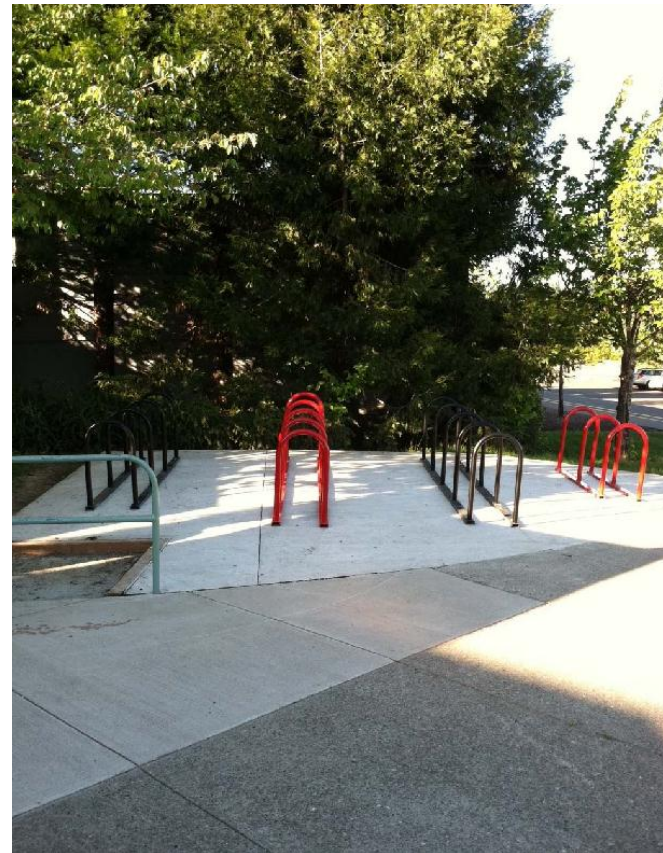
MATCHING FUND PROJECTS

- Safe Routes to School – Sexton Mountain



MATCHING FUND PROJECTS

- Bike Racks – Sexton Mountain



7. SUCCESSES ARE ANNUALLY HIGHLIGHTED AND CELEBRATED

○ Tools the city can provide:

- “Your City” Newsletter Neighborhood Notes – Submit your accomplishments with photos so that we can let the entire city know what great work you are doing!
- Press Releases
- Web site
- Friday NAC Email Update



○ Suggestions for you:

- Facebook
- At least once each year discuss what has been accomplished at a meeting and recognize those who made it all possible.
- Identify a NAC member of the year or month.
- Nominate a NAC member for the Service to Beaverton Awards.
www.BeavertonOregon.gov/Service
- How does your NAC currently recognize the great work you are doing and the people who are making it all possible?



8. DEMOGRAPHIC DIVERSITY IS REPRESENTED

○ How diverse is Beaverton?

- Of the city's roughly 91,500 residents, about 30 percent are ethnic minorities.



○ Some of the city's efforts have included:

- Targeted outreach to multi-family units for NAC agenda packets
- Postcards go to all mailboxes in a NAC including multi-family
- Beaverton Resource Guide translated into eight different languages including Arabic, Chinese, Japanese, Korean, Russian, Somali, Spanish, and Vietnamese. Find them at www.BeavertonOregon.gov/Cultural
- A Diversity Task Force has been meeting for several years
- City hired a Cultural Inclusion Coordinator in October 2012



8. DEMOGRAPHIC DIVERSITY IS REPRESENTED

○ Upcoming citywide efforts

- As of January 2013, Beaverton is working with Portland State University to create an action plan for how the city can reach out to its minority populations.
- Action plan to culminate in a two-day event in June 2013
 - One day for minority community leaders to share their opinions with the city
 - One day for the city to inform its minority populations about the programs and services that are available to them

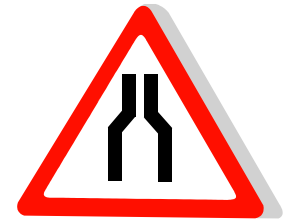


9. A SINGLE ISSUE DOESN'T DOMINATE THE CONVERSATION FOR AN EXTENDED PERIOD OF TIME

- Some projects require multiple years of work and perseverance to complete them. That is OK!

- Negative effects of having a singular issue dominate the conversation:

- One issue may not appeal to the broader neighborhood.
- Meetings can become stale and turn people away.
- The NAC member's may be perceived as not open to new members.
- Anything else?



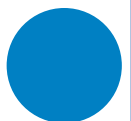
- Also, don't try to do too much!

- Identify a few key goals each year and make them happen.
- Be realistic with the amount of time that you and your board has.
- It is always better to achieve one or a few goals rather than working on multiple ideas and not completing any of them.



FACEBOOK

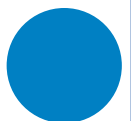
- City's page is www.Facebook.com/CityofBeaverton
- NAC's Facebook Pages are www.Facebook.com/NameofNACNeighborhood
- How is your NAC's Facebook page coming along?
 - Do you have at least two people administering the page?
 - Are you posting information daily, weekly, monthly, or less?
 - Any ideas to get more people to like the pages?



FACEBOOK



- **Post something at least twice a week or more often if possible.** Some simple ideas for what to post include:
 - Information about upcoming NAC meetings including any “hot” topics on the agenda and where to find the agenda packet on the web
 - Alerts about new businesses
 - Upcoming events such as yard sales, NAC events, city events, etc.
 - Alerts about road closures, new development, crime reports, etc.
- Include a call to action – Ask those who like your page to comment, like, or share posts about a topic. Asking for some kind of input from users will garner more comments.
- Get to the point – Don’t use long winded posts, but rather be succinct. If you asking a question only include one question in each post. Include the question prior to any links to Web sites.



FACEBOOK



- **Ask for short responses to questions** – Users don't like to write too much in their responses.
- **Pin the important posts** – Administrators can pin one post on the page that gives it higher prominence. This will boost likes and comments.
- **Keep a casual, yet appropriate tone** – It is important to have a conversational tone rather than being too formal. Facebook users expect to interact with “friends.”
- **Picture your success** – Facebook users love to look at and engage with photos. Post interesting images whenever possible. People are more likely to stop and examine a post if there's a striking image attached to it.



UPCOMING TRAININGS – SAVE THE DATES

- Effective Meetings Training

- Monday, March 18

- Facebook / Social Media Training

- June 2013



Further Questions?

Thanks for coming! Be sure to
complete the evaluation.

